DOCUMENT RESUME

ED 179 752 CE 023 409

AUTHOR Ryan, T. A.
TITLE A Summative Evaluation of the Offender Research Project.
INSTITUTION South Carolina Univ., Columbia.
SPONS AGENCY Florida State Dept. of Community Affairs, Tallahassee.; Jacksonville Community Council, Inc., Fla.
PUB DATE 30 Sep 79
NOTE 38p.; For a related document see CE 023 410

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS Correctional Rehabilitation; Cost Effectiveness; *Criminals; Demonstration Projects; Evaluation Criteria; Management Systems; Objectives; Program Development; Program Effectiveness; *Public Service Occupations; *Summative Evaluation; Unemployment; *Vocational Rehabilitation
IDENTIFIERS *Exoffenders; Florida

ABSTRACT

In response to the need for offenders to be prepared to gain and maintain productive employment, the Offender Research Project was instituted to develop model public service employment positions and projects to ultimately provide educational and social services for offenders and exoffenders in Florida. Four project objectives were stated: to develop linkages to facilitate funding and support for the project; to develop a system of program management and implementation for other offender projects; to initiate ideas and develop fundable projects; and to identify funding agencies and direct resources to model projects. The project evaluation had two primary goals: to compare achievements against intended accomplishments and to assess the quality of those accomplishments. Evaluation was made in relation to the project objectives constituting the criteria for effectiveness, which included number of model projects developed, implemented, and funded; the quality of the handbook; and actual accomplishments compared to achievements. The results of the evaluation indicated that the project was successful in developing twelve model offender projects. It was recommended that due to the potential of alleviating the offender unemployment problem in Florida, an effort be made to implement all model projects designed as part of the project. (Appended are a list of model projects and implementation ideas.) (FP)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED179752

A SUMMATIVE EVALUATION

of the

OFFENDER RESEARCH PROJECT

Jacksonville Community Council Incorporated

T. A. Ryan

University of South Carolina
Columbia, South Carolina
30 September 1979

CE023409

U S DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

Preface

This summative evaluation of the Offender Research Project, conducted by the Jacksonville Community Council, Incorporated, is focused on the accomplishments of the project. The evaluation is concerned primarily with assessing the extent to which the project objectives have been achieved and the degree to which benefits justify costs. An interim formative evaluation completed in June, 1979 assessed the process being implemented during the project operation and suggested corrective actions which management might implement to enhance the project effectiveness. The project was initiated in March, 1979 and was completed September 30, 1979.

The methodology employed in making the summative evaluation consisted in analysis of objective data and descriptive reports, and interpretation of the findings. Data were collected through interview, observation, and review of project materials. Four site visits were made to the project, three visits to Jacksonville, Florida on April 16 to 17, 1979; May 24 to 25, 1979; and September 17 to 18, 1979. One visit was made to Tampa, Florida to participate in the project Advisory Committee meeting on July 30 and 31, 1979.

This report contains four chapters. Chapter I presents the background for the Offender Research Project. Chapter II gives the evaluation goals and the methodology employed in making the summative evaluation. Chapter II presents the findings. Chapter IV presents the conclusions and recommendations.

During the course of conducting the project evaluation, dating to March, 1979, many individuals provided assistance and cooperation. Special acknowledgement is given to Ms. Carol S. Miner, Associate Director, Jacksonville Community Council, Inc.; Ms. Analee Moore, Research Implementation Coordinator for the project; Mr. Mercury Kavouklis, Research Coordinator for the project; and Mr. Ed Austin, State Attorney, 4th Judicial Circuit, state of Florida and Chairperson, Offender Research Project Advisory Committee. Special thanks and appreciation are expressed to Mr. J. Antony Philcox, Research Associate, University of South Carolina, for his invaluable assistance and cooperation in conducting the evaluation and preparing the reports; and to Ms. Zana M. Roberts and Mr. Harris N. Rowzie, Research Associates, University of South Carolina, for their assistance with the report preparation.

September 30, 1979 T. A. Ryan

Table of Contents

	Preface	ii
I	THE OFFENDER RESEARCH PROJECT	1
II	EVALUATION GOALS AND METHODOLOGY	5
III	RESULTS	9
IV	DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS	15

CHAPTER I

THE OFFENDER RESEARCH PROJECT

Background

The Offender Research Project, sponsored by the Jacksonville Community Council, Inc., at Jacksonville, was supported by grant from the Comprehensive Employment Training Administration (CETA), awarded through the Office of Manpower Planning, Department of Community Affairs, state of Florida. The project, funded for the period January 1, 1979, to September 30, 1979, was initiated to develop model public service employment positions and projects which ultimately would provide critically needed educational and social services for offenders and exoffenders in Florida. A working Advisory Committee comprised of representatives from the criminal justice system, CETA prime sponsors, employment service agencies, educators, and community groups performed the important function of providing information on the design and funding sources for offender projects. The administration of the Project was implemented through a Project Director, Ms. Carol S. Miner, Associate Director of Jacksonville Community Council, Inc. a Research Implementation Coordinator, Ms. Analee Moore, and a Research Coordinator, Mr. Mercury Kavouklis.

Rationale

The Offender Research Project was designed specifically to address and respond to the need for offenders to be prepared for gaining and maintaining unsubsidized productive employment. The State Department of Corrections and other human service agencies had developed some offender service projects in cooperation with CETA. However, the techniques of research, project development, and advocacy necessary for implementing successful offender service projects with accompanying resources had not been developed to any appreciable extent by these agencies. The Offender Research Project was developed expressly for the purpose of addressing the problem of inadequate preparation of offenders for gainful employment through a combined effort involving research, project development, and advocacy.

Project Objectives

The Offender Research Project stated four project objectives in the application for funding:

1. To develop formal linkages with prime sponsors, community organizations and criminal justice agencies to facilitate the funding and support of offender projects.
2. To develop a system of program management and implementation for offender projects which could be replicated.

3. To initiate viable ideas and from these to develop 12 fundable offender projects.

4. To identify and assist funding agencies in directing financial resources to well designed model offender public service employment projects.

Project Description

The Offender Research Project provided for the development of model public service employment positions and projects which ultimately would lead to educational programs and social services for offenders and exoffenders. The project was designed as a research/evaluation/advocacy project for developing model programs and validating them through implementation of research designs. The project made a concerted effort to optimize the utilization of public service employment resources for meeting the growing employment needs of offenders.

The project implemented a number of activities to accomplish its objectives. Advisory Committee meetings/workshops were conducted to develop linkages and facilitate funding of projects. The project staff with input from the Advisory Committee developed a system of program management and implementation which could be employed in offender projects. A literature search was conducted by the project staff to identify ideas that might be developed into fundable projects for offenders. The Advisory Committee meetings/workshops also were used for this purpose. The project staff, working jointly with the Advisory Committee, developed the set of model project designs. The project staff provided technical assistance related to the development of model projects. The Advisory Committee meetings/workshops were devoted in part to the identification of funding agencies with support for public service employment projects. The project staff, with direction from the Advisory Committee, prepared the handbook.

This project implemented a unique design which provided for input from the field into the accomplishment of every objective. The project implemented the concept of networking to establish and maintain linkage to human service and criminal justice agencies. This linkage component, together with the organizational structure and administration of the project, contributed to the accomplishment of project objectives.

Linkage to Human Service and Criminal Justice Agencies

Linkage to human service and criminal justice agencies was accomplished through the Advisory Committee, comprised of a diverse group of professionals who exchanged ideas and established a communication network. Input from the Advisory Committee members facilitated designing fundable projects, and the linkages which were developed set the stage for subsequent implementation of the model projects.

Project Administration

The Offender Research Project was administered by a Project Director, Ms. Carol S. Miner, Associate Director of the Jacksonville Community Council, Incorporated. The Research Implementation Coordinator, Ms. Analee Moore, and the Research Coordinator, Mr. Mercury Kavouklis, reported to the Project Director. The organization structure for the Project is presented in Figure 1.

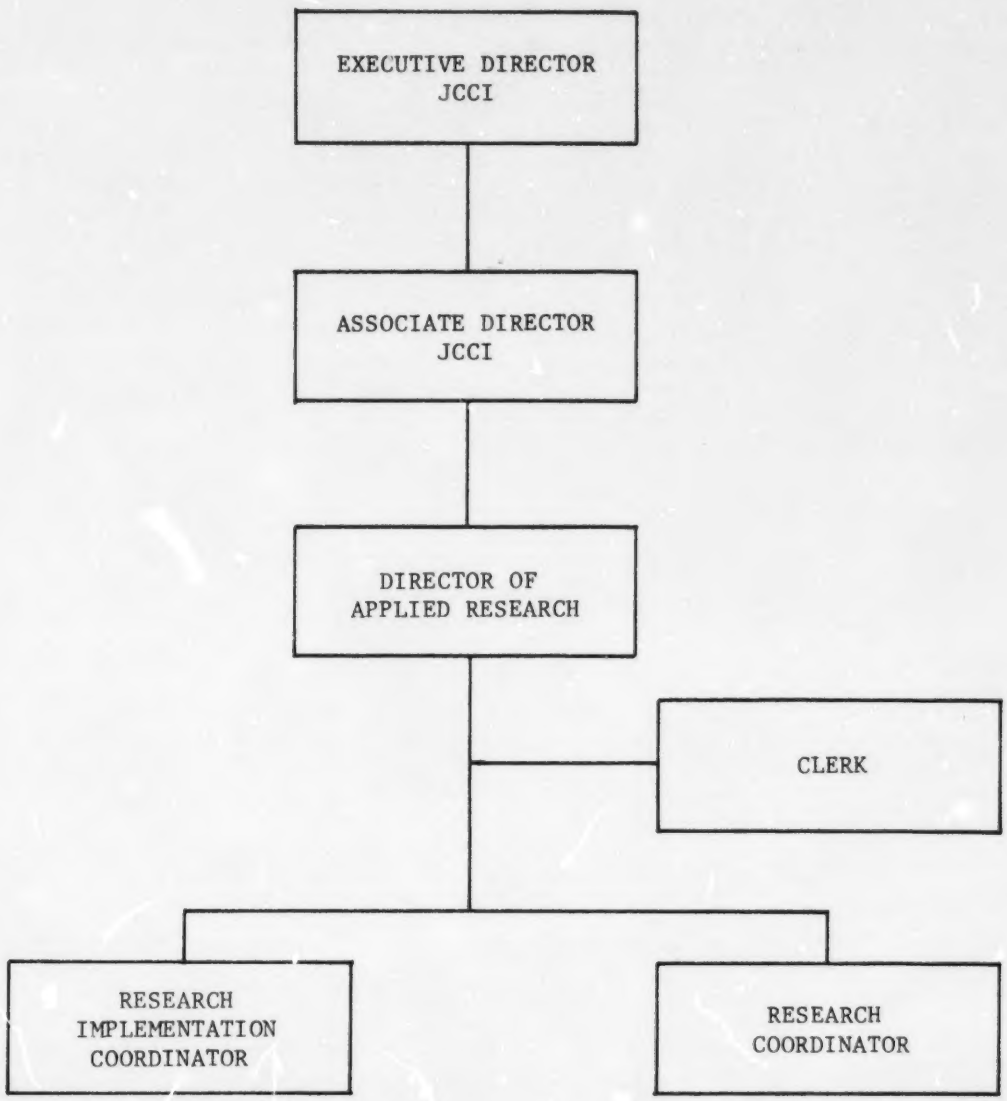

Figure 1. Organizational chart for Offender Research Project.

The Research Implementation Coordinator was responsible for (1) conducting liaison with Advisory Committee; (2) planning and conducting workshops in coordination with the Research Coordinator; (3) making presentations and offering technical assistance to programs and prime sponsors; and (4) preparing quarterly and monthly reports to the funding source. The job description for the Research Implementation Coordinator is presented in Appendix A.

The Research Coordinator was responsible for (1) research and preparing research reports; (2) developing questionnaires and conducting studies by mail, field contact, or by telephone; (3) preparing comprehensive reports of data collected and interpreting statistical solutions in conjunction with the program evaluator; and (4) assisting the administrative supervisor in formulating recommendations for management projects. The job description for the Research Coordinator is presented in Appendix B.

The Director of Applied Research was responsible for (1) researching and preparing research reports and other project correspondence; (2) evaluating information and formulating the project design system; (3) assisting in the formulating of recommendations for management projects; and (4) making presentations and offering technical assistance to programs and prime sponsors. The job description for the Director of Applied Research is presented in Appendix C.

A Project Clerk performed clerical and fiscal reporting activities. The job description for the Clerk Typist is given in Appendix D.

CHAPTER II

EVALUATION GOALS AND METHODOLOGY

Evaluation Goals and Criteria of Effectiveness

The purpose of this summative evaluation was to assess the extent to which the Offender Research Project, in fact, accomplished what it set out to do. The criteria of effectiveness which were used in making the evaluation were defined in the project objectives.

Evaluation Goals

This evaluation had two primary goals: (1) to compare actual achievements against intended accomplishments as defined in the project proposal; and (2) to assess the quality of the project accomplishments.

Criteria of Effectiveness

The project purported to accomplish four objectives.

Objective 1. To develop formal linkages with prime sponsors, community organizations and criminal justice agencies to facilitate the funding and support of offender projects.

Objective 2. To develop a system of program management and implementation for offender projects which could be replicated.

Objective 3. To initiate viable ideas and from these to develop 12 fundable offender projects.

Objective 4. To identify and assist funding agencies in directing financial resources to well designed model offender public service employment projects.

From these four project objectives the following criteria of effectiveness have been defined:

1. The number of model projects produced
2. The number of model projects implemented
3. The number of model projects funded
4. The level of funding
5. The quality of the handbook
6. Actual accomplishments compared to planned achievements

Evaluation Methodology

The methodology employed in conducting this evaluation included descriptive materials review and objective data analysis. Data were

gathered through interview, observation, and report analysis. Descriptive materials review was accomplished through study and analysis of project-related documents and materials. Objective data were collected and analyzed to determine the extent to which project objectives were achieved.

Three site visits were made to the Offender Research Project in Jacksonville, Florida between March 1, 1979 and September 30, 1979. The three site visits were made as follows: April 16 to 17, 1979; May 24 to 25, 1979; and September 17 to 18, 1979. One visit was made to an Advisory Committee meeting in Tampa, Florida on July 31, 1979. During each site visit and during the Advisory Committee meeting a schedule of interviews and observations was implemented. During the site visit on September 17 to 18, a workshop for project staff was conducted to develop further staff competencies in the area of evaluation. Data gathered through observation, interview, and descriptive materials analysis were analyzed and provided the basis for conclusions as to the effectiveness of this project.

Interviews were held with the following individuals:

Ms. Carol S. Miner, Associate Director, Jacksonville Community Council, Inc., and Project Director
Ms. Analee Moore, Research Implementation Coordinator
Mr. Mercury Kavouklis, Research Coordinator
Mr. Merle Davis, Regional Supervisor, Region II, Florida Parole and Probation Commission
Mr. Chuck Bates, Director, Department of Health and Social Services - Escambia County
Mr. Michael A. Berg, Chief, Duval County Jail
Mr. David Watson, Assistant Superintendent, Florida State Prison
Mr. Kevin O'Melia, Executive Director, Northeast Florida Manpower Consortium
Ms. Jan Schapper, Director, Woman's Resource Center, Tampa, Florida
Mr. William Ruster, District Supervisor, Probation and Parole, Department of Corrections
Mr. O. J. Keller, Commissioner, United States Parole Commission
Mr. Leander J. Shaw, Commissioner, Industrial Relations Commission, State of Florida
Ms. Charlotte Gallogly, Executive Director, South Florida Employment and Training Consortium
Mr. Skip Johnson, Executive Director, Broward Employment and Training Administration
Mr. James Gardener, State Attorney, 12th Judicial Circuit
Mr. Ed Austin, State Attorney, 4th Judicial Circuit, and Chairman, Offender Research Project Advisory Committee
Mr. Wayne Peacock, Assistant Director, Department of Health and Social Services - Escambia County
Mr. Ray Howard, Commissioner, Florida Parole and Probation Commission
Colonel Eugene Minietta, Executive Director, Youth Programs, Inc., Orlando, Florida

Mr. Bill Miller, Program Administrator, Balance of State, Tallahassee, Florida
Mr. Lynn Ingraham, Ex-Offender
Mr. John Combs, Executive Director, Orlando Department of Manpower Services

Document Review and Analysis

In addition to an examination of related funding sources and professional literature pertaining to employment programs for offenders, the following materials were reviewed and analyzed:

1. Report of related CETA Projects
2. The Alachua County proposal
3. Advisory Committee meeting minutes for May 24, 1979 and July 31, 1979
4. Executive Committee meeting minutes for September 7, 1979
5. Progress Reports from the Offender Research Project
6. Concept papers for 12 model public service projects
7. Materials used at the evaluation workshop conducted on September 17, 1979 and September 18, 1979
8. Results of project staff survey

CHAPTER III

RESULTS

Criteria of Effectiveness

The findings from this evaluation are presented in relation to the set of objectives constituting the criteria of effectiveness.

Objective 1a. To Develop Linkages That Facilitate Funding

Activities. Staff held three Advisory Committee meetings/workshops to inform groups of possible linkages.

Advisory Committee/workshop participants suggest ways agencies can work together to get funds.

The Offender Research Project set an objective of developing linkages that facilitate funding. To accomplish this objective the project staff implemented a series of three Advisory Committee/workshops where representatives from the criminal justice system, prime sponsors, employment service agencies, educators, and community groups identified possible linkages and suggested ways agencies could work together to get funds. The first Advisory Committee meeting was held on May 24, 1979 at the Jacksonville Community Council, Inc., in Jacksonville, Florida. The purpose of this meeting was to draw on the experience of Advisory Committee members in order to develop a variety of innovative and practical approaches to the problems of offenders. The Advisory Committee members identified problem areas that needed attention and listed specific approaches to correct the identified problems. A list of agencies to contact was developed. Evidence of problems identified, specific corrective approaches, and agencies to contact are presented in Appendix E. The second Advisory Committee meeting was held on July 31, 1979 in Tampa, Florida. The purpose of this meeting was to present an overview of the 12 model projects that were designed by the project staff who utilized the input from the Advisory Committee members from the meeting held on May 24, 1979. In addition, Advisory Committee members were invited to comment on each of the 12 model projects. Two offenders were also invited to respond to the 12 model projects. Col. Eugene Minietta presented ideas on implementation followed by the reactions of Advisory Committee members. Col. Minietta's implementation ideas are presented in Appendix F. The third and final meeting of the Advisory Committee was implemented through an executive meeting in Tallahassee, Florida. Members were appointed by the Chairman, Mr. Ed. Austin, to serve on this Executive Committee. The purpose of this meeting was to: (1) finalize programmatic details of the 12 offender project designs; (2) discuss and determine an

acceptable format for the Offender Research Project's final report; and (3) generate additional support and follow-up mechanisms for the 12 model projects with the State Bureau of Criminal Justice Planning. Evidence of linkage is presented in excerpts from the Executive Committee meeting minutes. See Appendix G.

Data were gathered through interview and observation to assess the development of linkages that facilitate funding. There was a consensus among those interviewed that the Offender Research Project played a viable role in achieving interagency linkages.

Objective 1b. To Develop Support for the Projects

Activities. Advisory Committee/workshop participants suggest persons to support the project.

To implement objective 1b, To develop support for the projects, an Advisory Committee was established and three meetings were conducted. Advisory Committee members were invited to share their ideas on the development of model public service projects that meet the needs of offenders. Suggestions were given to the Project Staff by the Advisory Committee members on the process of support. Specific procedures were outlined and agencies and individuals were identified as sources of support. Evidence to document the development of support for the model projects is given in excerpts from minutes of Advisory Committee meetings. See Appendix H.

To assess the achievement of Objective 1b data were gathered through observation and interview of Advisory Committee Members. Four of the eight members interviewed agreed that support is a critical factor in getting proposals funded. Two members responded that support is a complex issue involving factors other than the project proposals. Two members felt that the model projects required refining before being amenable to support.

Objective 2. To Develop a System of Program Management and Implementation for Offender Projects

Activity. Staff describes program management in handbook.

To implement objective 2, To develop a system of program management and implementation for the project, a program management system was designed and developed jointly by the project staff and the Advisory Committee.

The result was the production of a program management system handbook. The format for the handbook, approved by the Executive Committee includes the following table of contents:

Introductory letter - Ed Austin
List of Advisory Committee Members
Chapter 1 - Background Report on Offender Research Project
Chapter 2 - Implementation of Offender Programs
Chapter 3 - Proposals for Twelve Model Offender Programs
Chapter 4 - Acknowledgements, including contact persons for offender programs
Chapter 5 - Evaluation
Chapter 6 - Report on the Structure and Operations of the Florida Prime Sponsors
Chapter 7 - Literature Search and Bibliography
Appendix - CETA Prime Sponsors' Survey
Glossary

The handbook describes the system of program development, the methods of program management, the writing of proposals, and the techniques of community involvement and support necessary for successful offender projects. The handbook is to be distributed statewide to criminal justice officials and planning agencies, CETA directors, and community organizations.

Objective 3a. To Initiate Viable Ideas

Activities. Staff conducts a literature search of successful offender projects.

Advisory Committee/workshop participants suggest ideas for projects.

To implement objective 3a, To initiate viable ideas, Advisory Committee meetings were initiated with representatives from the criminal justice system, prime sponsors, employment service agencies, educators, and community groups. The Advisory Committee meeting held on May 24, 1979 was convened for the express purpose to develop ideas on model public service employment programs that will ultimately provide critically needed educational and social services for offenders and exoffenders. This particular meeting provided the foundation for the project staff to begin designing model public service projects.

Objective 3b. To Develop 12 Fundable Projects

Activities. Staff designs, writes, and develops projects.

Advisory Committee/workshop participants review project design system.

Staff provides technical assistance.

The designing, writing, and developing of the 12 model projects was accomplished jointly by the project staff and the Advisory Committee. Ideas were crystallized from the first Advisory Committee meeting held on May 24, 1979 on possible target areas for assisting the offender and exoffender through model public service employment programs. During the second meeting of the Advisory Committee held on July 31, 1979 an overview of the 12 model projects was presented to the Advisory Committee. The project staff made revisions and presented their product to the Executive Committee on September 7, 1979.

The project staff completed the development of 12 model project designs. These are listed in Appendix I. The project staff developed a system of technical assistance to increase the capabilities of organizations/agencies interested in developing and implementing model public service employment projects. A list of those agencies/organizations who were provided technical assistance is presented in Appendix J.

Data gathered through interviewing selected Advisory Committee members to assess the role of the project staff in providing technical assistance revealed that most of those interviewed felt technical assistance should come from other sources.

Objective 4a. To Identify Funding Agencies

Activities. Advisory Committee/workshop participants suggest funding agencies.

Staff surveys funding agencies.

To implement objective 4a, To identify funding agencies, Advisory Committee meetings were held. As a result of these meetings several funding agencies were identified. The two Advisory Committee meetings held on May 24 and July 31 proved to be instrumental in identifying funding agencies. The project staff conducted a survey of funding agencies. Possible sources of funding are included in the handbook.

Objective 4b. To Direct Resources to Model Projects

Activity. Staff lists resources in handbook.

To implement objective 4b, To direct resources to model projects, the project staff included in the handbook information on contact persons for offender programs, evaluation techniques, a report on the structure and operations of the Florida Prime Sponsors, and results of a literature search.

CHAPTER IV

DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

Discussion

The purpose of this summative evaluation was to assess the effectiveness of the Offender Research Project in accomplishing its objectives and to determine factors contributing to or militating against the overall success of the project.

The Offender Research Project was designed specifically to address and respond to the need for offenders to be prepared for gaining and maintaining unsubsidized productive employment. The project provided for the development of model public service employment positions and projects which were to address needs of offenders and exoffenders in education and social services. The project was designed as a research/evaluation/advocacy project which included the development of model programs leading to validation through implementation of specific research designs. A major component of the project was the linkage provided to other human service and criminal justice agencies.

The Offender Research Project stated four objectives in the application for funding: (1) to develop formal linkages with prime sponsors, community organizations and criminal justice agencies to facilitate the funding and support of offender projects; (2) to develop a system of program management and implementation for offender projects; (3) to initiate viable ideas and from these to develop 12 model offender projects; (4) to identify and assist funding agencies in directing financial resources to well designed model offender public service employment projects. The criteria of effectiveness for the Offender Research Project were (1) the number of model projects developed; (2) the number of projects which are implemented; (3) the number of projects funded; (4) the level of funding; (5) the quality of the handbook, and (6) actual accomplishments compared to planned achievements.

Number of Model Projects Developed

The project set out to develop 12 model project designs. The project produced 12 model project designs.

Number of Model Projects Implemented

One of the model projects entitled Parole and Probation Aides Project has been implemented in Duval County.

Number of Projects Funded

One of the model projects entitled Parole Probation Aides Project in Duval County was approved for funding.

Quality of the Handbook

The coverage of topics in the handbook is comprehensive, and the subjects addressed are relevant to future development and implementation of projects designed to direct the offender or exoffender into gainful employment.

Actual Accomplishments Compared to Planned Achievements

The project intended to develop formal linkages with prime sponsors, community organizations and criminal justice agencies to facilitate funding and support of offender projects. Linkages were established through the communication network set up by the Advisory Committee.

The project intended to develop a system of program management and implementation for offender projects. The system of program management and implementation for offender projects was developed and presented in a handbook.

The project intended to initiate viable ideas and from these to develop 12 model offender projects. The set of 12 model offender projects was produced.

The project intended to identify and assist funding agencies in directing financial resources to model offender public service employment projects. Contact was made with funding sources to facilitate the implementation process. The project succeeded in getting commitments from seven of the program operators to submit their proposals for funding.

This project met three of the four objectives stated in the application for funding. It is doubtful that the objective to obtain funding for each of the twelve model projects could have been achieved in the short time frame within which this project was conducted. The project staff were partially successful in achieving the fourth objective by identifying and assisting funding agencies in directing financial resources for 7 of the 12 model offender public service employment projects. The project designs had to be completed before funding could be pursued actively. The model project designs were not completed until very near the end of the project. This precluded having time to seek funding for each of the 12 model projects. The amount of time which was taken to develop the model projects was quite realistic. It is doubtful if the model projects could have been completed earlier, and still be of the quality which they were in this project.

This project was successful in developing linkages with prime sponsors, community organizations and criminal justice agencies; developing the system of program management and implementation for offender projects, and in developing 12 model offender projects.

Recommendations

This project served a worthwhile purpose and the benefits to be derived should outweigh the investment of resources. The project has the potential of making an important contribution toward alleviating the problem of unemployment for offenders and exoffenders in the state of Florida.

It is recommended that efforts be made to see that the model projects which were produced are implemented and that technical assistance is provided as needed.

APPENDICES

A - JOB DESCRIPTION OF RESEARCH IMPLEMENTATION COORDINATOR

B - JOB DESCRIPTION OF RESEARCH COORDINATOR

C - JOB DESCRIPTION OF DIRECTOR OF APPLIED RESEARCH

D - JOB DESCRIPTION OF CLERK TYPIST

E - APPROACHES TO THE PROBLEMS OF OFFENDERS

F - IMPLEMENTATION IDEAS

G - LINKAGE EVIDENCE

H - DEVELOPMENT OF SUPPORT

I - TWELVE MODEL PROJECTS

J - REPORT ON TECHNICAL ASSISTANCE

APPENDIX A

JOB DESCRIPTION OF RESEARCH IMPLEMENTATION COORDINATOR

FUNCTIONS AND RESPONSIBILITIES:

Under general direction, performs responsible public relations and research work in the areas of operational, organizational and evaluative matters. Requires the exercise of independent judgment in techniques and procedures to be followed in the development of projects. Reports to an administrative supervisor who reviews work for conformance with prescribed policies and procedures. Provide administrative support and perform liaison activities with community agencies, provide sponsors, criminal justice officials and other Advisory Committee members.

EXAMPLES OF WORK:

Researches and prepares research reports and other project correspondence. Assists the administrative supervisor in formulating recommendations for management projects. Evaluates information and formulates the project's design system.

Conducts liaison with Advisory Committee. Plans and conducts workshops and conferences in coordination with the Research Coordinator. Makes presentations and offers technical assistance to programs and prime sponsors, prepares quarterly and monthly report to funding source.

KNOWLEDGES, SKILLS AND ABILITIES:

Knowledge of the criminal justice system, the requirements of the Public Service Employee Program, CETA, and social service agencies generally. Knowledge of research methods and ability to prepare written reports. Ability to analyze data collected and to present results graphically. Verbal facility to deal effectively with employees and the general public. The ability to work with people and as a team member. Can serve as a staff person offering technical assistance. Is able to create new programs from basic research findings. Ability to assume the duties of the Research Coordinator if the need arises. Ability to speak publically and convey information in an understandable manner.

QUALIFICATIONS:	Graduation from an accredited college or university with a Bachelor's Degree in the Social Sciences, Statistics, Psychology, Sociology, or a related field with 2 years of responsible research and/or related experience. A Master's Degree may be substituted for the years of experience. Concentration within research or public relations field preferred. Experience in public relations will be substituted for education in those areas. Experience in project management and proposal writing preferred.
OPEN REQUIREMENTS:	
WAGE LEVEL:	$1,200.00 per month.

APPENDIX B

JOB DESCRIPTION OF RESEARCH COORDINATOR

FUNCTIONS AND RESPONSIBILITIES: Under general direction, performs responsible analytical and research work in the areas of operational, organizational and evaluative matters. Requires the exercise of independent judgment in techniques and procedures to be followed in the survey and development of data. Reports to an administrative supervisor who reviews work for conformance with prescribed policies and procedures. Provide administrative support and perform liaison activities with community agencies. Maintains liaison with Advisory Committee, develops workshops and conferences. Provides continued written information as assigned.

EXAMPLES OF WORK: Researches and prepares research reports. Develops questionnaires and conducts studies by mail, field contact, or by telephone. Prepares comprehensive reports of data collected and interprets statistical solutions in conjunction with the program evaluator. Assists the administrative supervisor in formulating recommendations for management projects. Evaluates information and data collection system. Performs duties as required.

KNOWLEDGES, SKILLS AND ABILITIES: Knowledge of the criminal justice system, the requirements of the Public Service Employee Program, CETA, and social service agencies generally. Knowledge of research methods and ability to prepare written reports. Ability to analyze data collected and to present results graphically. Verbal facility to deal effectively with employees and the general public. The ability to work as a team member, to serve as liaison with the Advisory Committee. Ability to work with abstract ideas and develop them into concrete programs. Must be able to assume the duties of the Research Implementation Coordinator.

QUALIFICATIONS:	Graduation from an accredited college or university with a Bachelor's degree in the Social Sciences, Statistics, Psychology, Sociology, or a related field with 2 years of responsible research and/or related experience. A Master's Degree may be substituted for the years of experience. Concentration within a research or criminal justice field preferred. Experience in proposal writing and grant management preferred.
OPEN REQUIREMENTS:	
WAGE LEVEL:	$900.00 per month for 75% time.

APPENDIX C

JOB DESCRIPTION OF DIRECTOR OF APPLIED RESEARCH

FUNCTIONS AND RESPONSIBILITIES: Performs responsible Research Evaluation and Advocacy in all areas related to offender issues. Requires the exercise of independent judgement in techniques and procedures to be followed in the development of projects. Reports to the Associate Director of the Jacksonville Community Counsel who reviews work for conformance with prescribed policies and procedures. Provide administrative support and perform liaison activities with community agencies, provide sponsors, criminal justice officials and other Advisory Committee members. Supervises the Research Implementation Coordinator and the Research Coordinator.

EXAMPLES OF WORK: Researches and prepares research reports and other project correspondence. Assists in the formulating of recommendations for management projects. Evaluates information and formulates the projects design system.

Plans and conducts workshops and conferences in coordination with the Research Coordinator. Makes presentations and offers technical assistance to programs and prime sponsors, prepares quarterly and monthly reports to funding source.

KNOWLEDGES, SKILLS AND ABILITIES: Knowledge of the criminal justice system, the requirements of the Public Service Employee Program, CETA, and social service agencies generally. Knowledge of research methods and ability to prepare written reports. Ability to analyze data collected and to present results graphically. Verbal facility to deal effectively with employees and the general public. The ability to work with people and as a team member. Can serve as a staff person offering technical assistance. Is able to create new programs from basic research findings. Ability to speak publically and convey information in an understandable manner.

QUALIFICATIONS: Graduation from an accredited college or university with a Doctor's Degree in the Social Sciences, Statistics, Psychology, Sociology, or a related field with 5 years of responsible research and/or related experience. Concentration within research or academic field preferred. Experience in project management and proposal writing preferred.

WAGE LEVEL:

APPENDIX D

JOB DESCRIPTION OF CLERK TYPIST

FUNCTIONS AND RESPONSIBILITIES:	Under general supervision, performs varied typing and clerical work requiring accurate touch typing skill and exercise of some independent judgment in interpreting data, to determine when typing entries should be made, and to make grammatical or format changes. Typing may involve working from rough draft or transcribing machine with responsibility for grammar, spelling and punctuation.
KIND OF WORK:	Tabular typing involves lay-out and accuracy for typing numerical material. Work methods are expected to follow standard practices except in unusual cases when more specific instructions may be given. There is no supervision over others.
EXAMPLES OF WORK:	Types correspondence, memoranda, reports, records, orders, stencils, and other office documents from rough draft or from data collected from procedurally designated sources. Material typed may be technical or may have legal implications which require extreme accuracy. Review documents and files for completion and routes to proper sources. Responsible for establishment, maintenance and retrieval of specific files. Answers telephone, routing calls or giving out information. Keeps records and prepares summaries of simple fiscal transactions. Meets and deals with the public and others in situations which require tact, discretion, and courtesy and conducts interviews by telephone. Performs related duties as assigned.
QUALIFICATIONS:	Knowledge of office procedures and practices. Knowledge of grammar, spelling, business English and arithmetic. Knowledge of filing procedures and methods. Ability to learn and to follow complex office procedures. Ability to operate common office equipment.
KNOWLEDGE, SKILLS AND ABILITIES:	
OPEN REQUIREMENTS:	Must possess a Senior High School Diploma or an acceptable GED Certificate and 1 year of clerical experience involving typing. Must be able to type at a rate of 50 words per minute.

26

WAGE: $600,00 per month.

APPENDIX E

REPORT OF THE ADVISORY COMMITTEE

ON

APPROACHES TO THE PROBLEMS OF OFFENDERS*

Problems identified:

1. Employment (lack of marketable skills)
2. Poor interpersonal relationships
3. Built-in prejudices toward offenders
4. Environment
5. Short-term offenders are overlooked
6. No reward for self-improvement
7. Lack of proper counseling prior to leaving prison
8. Lack of necessary coping skills
9. Need for peer-counseling
10. Burden of cost of supervison on Parole and Probation Officers
11. Need for alternative sentencing programs
12. Lack of information
13. Need for a transition plan
14. Need for comprehensive service delivery
15. Need to focus on juvenile offenders

Specific approaches:

1. Peer-group involvement in counseling
2. Family involvement in the process
3. Use of community resources
4. Use of CETA-paid counselors/clerks
5. Upgrade vocational training
6. Educate the public
7. Expand community volunteer programs
8. Use of offenders and ex-offenders
9. Investigate the Orange County program and other porgrams around the country
10. Contact judges and other court officials to get their cooperation
11. Contact major employers for their assistance
12. Train offenders in personal awareness
13. On-the-job-training programs
14. Set up special bonding programs
15. Establish advisory boards
16. Use a liaison-resource coordinator

*Excerpts taken from the Advisory Committee meeting minutes of May 24, 1979

Agencies able to provide assistance:

1. Opportunities Industrialization Centers
2. Ministerial associations
3. National Alliance of Businessmen
4. Salvation Army
5. Union representatives
6. Homebuilders associations
7. State Department of Corrections
8. Local prison facilities
9. CETA prime sponsors
10. Community agencies
11. Community volunteer agencies
12. Substance abuse programs
13. Local schools
14. College
15. Work release centers
16. Probation and parole offices
17. Local and circuit judges
18. Law enforcement agencies

APPENDIX F

IMPLEMENTATION IDEAS*

Colonel Minietta, Executive Director of Youth Programs, Inc., Orlando, Florida, listed 14 implementation ideas.

1. Why is the Florida Department of Health and Rehabilitative Services not doing it? You must change the idea held by many people that it is the state's problem, not the local community's.
2. What will the program do for the community? How will it help the taxpayer? You must do the research to be able to answer these questions when they are asked.
3. Who does the problem affect and who would benefit most from the program? Again, you must do the research to show mental health officials, chiefs of police, sheriffs, judges, state attorneys, etc. how the program will help them and help the target group.
4. Go to see the chiefs of police, state attorneys, etc. and ask them if they agree there is a need for the program. Get letters of support from these individuals and be prepared to present them before the committee or group that will review your grant proposal.
5. Finding a source of funding is a problem which should yield to accepted problem-solving techniques. There are lots of sources of money for a good project, but the political process of getting approval for the grant is the most difficult part.
6. Know who the agency planners are because they are the ones who read grant proposals. Visit them and find out what they think is important.
7. See the members of the Advisory Council, the county commission or other approving body on a one-to-one basis before they meet as a group to vote on your proposal. Get one person to agree to move approval of your grant at the meeting, another to second the motion, and enough votes for passage.
8. Once your grant is approved you have a responsibility to see that the job is done well. Your track record must be impeccable if you expect to get further grants.
9. To be looked at as a "mover and shaker" in the community, you must be an active member of community groups. By becoming a member of community organizations and local planning councils, you will hear about available money and opportunities and acquire a reputation as someone who is helping to solve problems in the community.
10. Getting the grant carries the obligation to broaden the base of community support for your program so that it has a chance of continuing when the grant ends.
11. Apply for overlapping grants which are compatible with your program goals.
12. Ask the county commission to contribute a larger share of program costs for subsequent years.

---

*Excerpts taken from the Advisory Committee meeting minutes of July 31, 1979.

13. Try to get foundation money and apply for United Way funding.
14. When making presentations before civic groups, do not ask for a contribution in the open meeting. Rather, persuade the president of the group to request a contribution for your organization in an executive committee meeting.

APPENDIX G

LINKAGE EVIDENCE*

The unique contribution of the Offender Research Project was to act as a catalyst for the implementation of offender programs at the local level. Through the Advisory Committee and other ad hoc meetings, linkages were established between CETA officials and offender program operators. The staff has helped write proposals and advised program operators on the political process of funding offender programs.

A format for the final report was approved by the executive committee. It will be in the form of a handbook to be distributed statewide to criminal justice officials and planning agencies, CETA directors, and community organizations. Members of the entire Advisory Committee are encouraged to suggest names to be included in the mailing list.

The Offender Research Project terminates September 30, 1979. Commitments have been made in several communities to operate the 12 model offender projects. To a certain extent follow-up on the services of the Offender Research Project will be provided by individual funding agencies. Representatives from the State Department of Community Affairs and the Bureau of Criminal Justice Planning were unable to attend the executive committee meeting. However, the project staff intends to meet with these representatives to discuss a possible role for the bureau of Criminal Justice Planning in project support and follow-up. It was determined that the Jacksonville Community Council, Inc. may continue to play a limited role in assessing the results of its seven-month effort.

*Excerpts taken from the Executive Committee meeting miuntes of September 7, 1979

APPENDIX H

DEVELOPMENT OF SUPPORT*

CETA Title VI is a readily available source of funds for offender projects and, despite its restrictions, can support projects which address pressing needs in the broad area of offender rehabilitation.

Ms. Charlotte Gallogly, prime sponsor from Dade County, stated that offenders are a designated target group under CETA.

Mr. William Ruster, a Parole and Probation supervisor from Polk County, stated that his office has operated several CETA-funded projects, which provide staff support to parole and probation officers and assist Parole and Probation with job development for offenders.

Ms. Jan Schapper, Director of the Women's Resource Center in Tampa, stated that the pre-trial intervention program in Tampa includes training for participants in decision-making, financial management, and other coping skills. She stated this program can be tied to CETA work experience and job training programs.

Commitments have been made in several communities to operate the 12 model projects.

*Excerpts taken from the Advisory Committee meeting minutes of May 24, 1979, and, taken from the Executive Committee meeting minutes of September 7, 1979

APPENDIX I

MODEL PROJECTS

The 12 projects that have been designed by the project staff implementing the ideas of the Advisory Committee members are:

1. Coming of Age Project
2. Youth Volunteer Counselor Project
3. Educational Project for Delinquency Prevention
4. Inmate and Family Assistance Project
5. Offender Assistance Project
6. Pre-Release Counseling Project
7. Prison Industry: Dental Technicians Project
8. Women's Correctional Education Project
9. Job Seekers Project
10. Diversionary Service Directory Project
11. Fiscal Aides Project
12. Probation and Parole Aides Training Project

APPENDIX J

TECHNICAL ASSISTANCE

Technical Assistance was provided to the following organizations and agencies through site visits, communication, and telephone:

1. Manatee Children's Services, Inc.
   Bradenton, Florida

2. Boys' Club of Sarasota, Inc.
   Sarasota, Florida

3. Parole and Probation Office
   Alachua County, Florida

4. Department of Health and Rehabilitative Services (Protective Services) Jacksonville, Florida

5. League of Women Voters
   Jacksonville, Florida

6. Junior League
   Jacksonville, Florida

7. Jacksonville Opportunities Industrialization Center
   Jacksonville, Florida

8. Work Furlough Center
   Jacksonville, Florida

9. Walnut House
   Jacksonville, Florida

10. Valencia Community College
    Orlando, Florida

11. Learning Resources Center at Florida Junior College
    Jacksonville, Florida

12. Center for Continuing Education for Women
    Jacksonville, Florida

13. Re-entry of Gainesville, Inc.
    Gainesville, Florida

14. Parole and Probation Office
    Jacksonville, Florida

15. Doctors Inlet Road Prison
    Green Cove Springs, Florida

16. Department of Corrections
Tallahassee, Florida

17. Manpower Office
Jacksonville, Florida

18. Manpower Office
Tallahassee, Florida

19. Jacksonville Correctional Institute
Jacksonville, Florida

20. Jacksonville Area Planning Board
Jacksonville, Florida

21. Jacksonville Chamber of Commerce
Jacksonville, Florida

22. Jacksonville Urban League
Jacksonville, Florida

23. Fort Clinch Youth Camp
Fernandina, Florida

24. Nassau County Jail
Yulee, Florida

25. Duval County Jail
Jacksonville, Florida

26. University of North Florida
Jacksonville, Florida

27. Jacksonville University
Jacksonville, Florida

28. Central Crisis Center
Jacksonville, Florida

29. Salvation Army
Jacksonville, Florida

30. Bethel Baptist Church
Jacksonville, Florida

31. CETA Office
Orlando, Florida

32. Salvation Army
Orlando, Florida

33. Pre-trial Intervention Office
Tallahassee, Florida

34. Pre-trial Intervention Office
Jacksonville, Florida

35. Public Defenders Office
Jacksonville, Florida

36. State Attorneys Office
Jacksonville, Florida

37. CETA Office
Green Cove Springs, Florida

38. Chief Judge, 4th Judicial Circuit
Jacksonville, Florida

39. Parole and Probation Office
Ft. Myers, Florida